

WORK LIFE BALANCE AMONG WOMEN EMPLOYEES: AN ANALYTICAL REVIEW

Chinna Badiger

Research Scholar

Department of Commerce, Kitturu Rani Channamma University, Belagavi

S.B. Akash

Senior Professor

Department of Commerce, Kitturu Rani Channamma University, Belagavi

ABSTRACT

Due to the increase of women in the workforce and the pressures of struggling between work and home obligations, Work Life Balance (WLB) has become a crucial issue for women employees. The purpose of this literature review is to compile the knowledge regarding WLB among women employees in a variety of occupational sectors. A search of relevant databases initially identified 1120 records. After screening the articles, a sample of 86 articles were filtered using PRISMA. The review has considered the articles published between 2021 and 2025 by categorizing the literature into five sectors. The results showed that the most frequent obstacles to attain WLB were work-family conflict, long work hours, occupational stress, caregiving duties, workload pressures, and gendered cultural expectations. On the other hand, supportive leadership, flexible work schedules, organizational assistance, family support and pleasant workplace cultures were seen as important facilitators. The review also shows that poor WLB leads to stress, burnout and intentions to leave the job while a better WLB improves job satisfaction, employee engagement, psychological well-being and employee retention. By offering a thorough sector wise understanding of women's WLB, the review adds to expanding corpus of literature.

Keywords: Work life balance (WLB), Women employees, SLR.

INTRODUCTION

In the early centuries majority of women worked in the kitchen and those who found employment worked in the farms, factories or stores (Indumathy et al., 2022). For a long time, men were viewed as the revenue generators and women were considered as homemakers. But at present men and women share similar status in terms of their work and family responsibilities. Women's growing engagement in the workforce has revolutionized organisations and has made a substantial contribution to social and economic advancement. In recent decades, women have entered a wide range of professions including public administration, healthcare, education, manufacturing, information technology, entrepreneurship, corporate etc. Opportunities for career growth and financial independence have been made possible. By this increased participation of women, it has become more difficult to balance work duties with personal and family commitments.

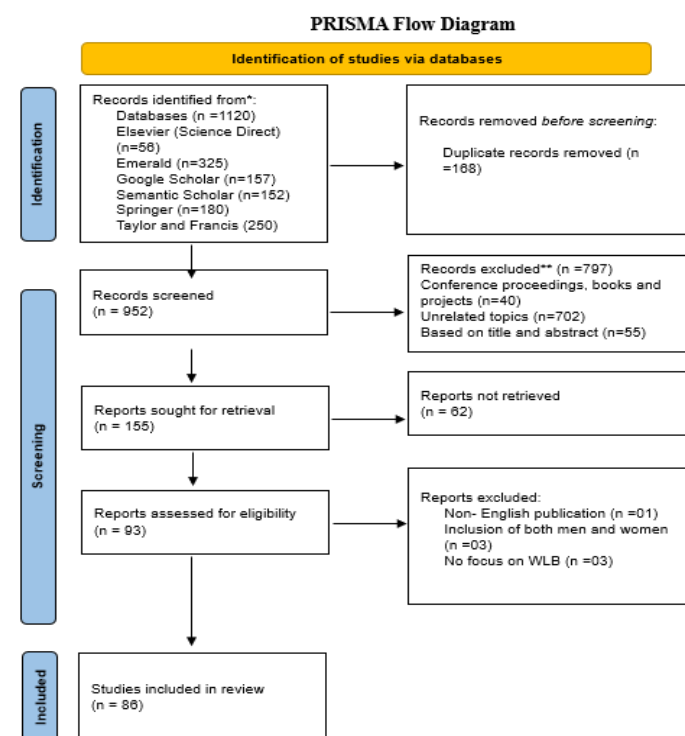
The relevance of WLB has gained more attention in recent years due to rapid advancements in technology, globalisation, changing family structure and evolving work arrangements. WLB is the key driver of employees' fulfilment (Menaka, 2022). It refers to an employee's ability to maintain a healthy balance between work roles, personal responsibilities and family life (P. Patil & Deshpande, 2021). WLB is considered mainly as an issue for women because they experience dual responsibilities. Women need to perform multiple roles such as spouse,

mother, caregiver, employee and household manager. She has to struggle with these different roles which can be really challenging. On the other hand, the widespread of hybrid work models particularly during and after COVID-19 has changed the boundaries between professional and personal life.

Although existing systematic literature review have concentrated on thematic classifications. Categorisation of the studies on the basis of themes such as job satisfaction, job stress, organisational support, work family conflict, family work conflict etc. and several reviews have addressed WLB in specific professions. Against this backdrop, this systematic literature review aims to examine and synthesize research published between 2021 and 2025 on WLB among women employees according to sector.

OBJECTIVES

1. To understand and synthesize research on WLB among women employees.
2. To know the sector specific challenges and enabling factors influencing WLB among women employees.



Source: Compiled by the authors

RESEARCH METHODOLOGY

We used the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to perform a systematic literature review (SLR). A total of 1120 records were identified from multiple databases i.e. Elsevier (Science Direct), Emerald, Google Scholar, Semantic Scholar, Springer and Taylor & Francis. The literature published from 2021 to 2025 were considered, this time frame was selected to focus on the most recent advancements in the field.

During the first stage of screening, 168 duplicate records were eliminated. After de-duplication, 952 records remained. Subsequently, 40 records consisting of conference papers, books, webpages and projects were excluded. 702 articles were excluded because they were

not related to the research topic. Further after the evaluation of the titles and abstracts 55 additional articles were excluded. 155 articles were eligible for full text assessment. However, 62 articles could not be retrieved. This reduced the number of studies available for detailed eligibility assessment to 93 articles. During the full text review, additional exclusions were made i.e. 1 article was excluded because it was written in a different language, 03 articles were excluded because they included both men and women participants, which did not align with the focus of the study and 03 articles were excluded because they did not focus on WLB. After applying all the inclusion and exclusion criteria, a final set of 86 articles were retained for the SLR.

SEARCH STRING

Different search strings were used for the databases.

("work life balance" and "women employees") OR ("work life balance" and "female employees") OR ("work life balance" and "women employees" or "female employees").

SECTOR-WISE DISTRIBUTION OF STUDIES

The selected studies were grouped according to the sectors. The studies were consolidated into the following categories:

Category	Sector	Number of articles
I	Corporate and financial services	22
II	Technology and Knowledge sector	26
III	Health care and public services	11
IV	Entrepreneurial and Industrial sector	08
V	General Studies and Mixed workforce	19
Total		86

Category 1: Corporate and financial services

This group includes research done on women employees working in the banks, corporate organisation, BPO's and hospitality industry.

The dominant theme emerging from the literature of banking sector is the influence of work load, stress and work family conflict (WFC) on WLB. WFC lead to psychological stress, decreased job satisfaction, absenteeism and difficulties in fulfilling family responsibilities (Pande & Ahirrao, 2021). WFC has been shown to significantly hinder WLB (Kusumawardani & Rini, 2024; Mehnaz & Sultan, 2024; Priya & Ahamed, 2024). Employees who experience high WFC tend to experience more work stress. Numerous studies have shown that this struggle is more difficult for married women. A study by K.C., (2023) on the five dimensions of emotional intelligence namely, self-management, self-motivation, empathy and social skills found that these dimensions have significant positive impact on WLB. Women employees with high emotional intelligence were better able to manage both the domains. Another factor studied was work from home facility because it improves WLB and job satisfaction, such arrangement was further associated with high employee productivity (Nugraha, 2022). A study by Desai, (2024) on women working at managerial and clerical level in banks revealed that age, marital status, number of dependents influences WLB. Similarly, the factors of WLB i.e. work role, work support, family support, work stress, work environment differ with socio economic status (Sirajudeen & Sirajudeen, 2022). Higher level of WLB is linked with higher level of job satisfaction (Gaur et al., 2021). A study by Noor & Masood, (2021) found that women experienced average level of WLB, they did not know about WLB strategies and work was not allotted according to their qualification. The literature further highlights the importance of organisational and family support in improving WLB among women bankers. Supervisory emotional and instrumental

support, co-worker assistance, flexible work arrangements, family friendly policies were found to reduce stress and increase employee well-being (Parajuli, 2021; Uddin et al., 2023).

Research carried out in corporate organisations showed that women employees experience dual role pressures arising from workplace demands and domestic responsibilities which gives rise to imbalance in their life (Agarwal, 2021). A study by Garcia-Louzao & Perez-Sanz, (2025) revealed that firms with female representatives were more likely to adopt family friendly policies that aimed at supporting work family balance. On the other hand, the relevance of adaptability and encouraging work settings in improving employee outcomes was also emphasized by the studies. Flexible work arrangements reduced role conflict and increased overall satisfaction by allowing women to modify work schedules in accordance with family needs (Nora, 2022). The literature demonstrates that employees who experienced a healthy balance between work and personal life reported greater job satisfaction, stronger organizational attachment, and lower turnover intentions (To & Wu, 2025). Conversely, work family balance (WFB) conflict negatively affects women's career sustainability. But when supervisors promote WFB and provide supportive environment, women are more likely to succeed in their careers while juggling with family duties (Agbanyo & Jiang, 2025). Career-related decisions were also found to be influenced by WLB, with many women choosing careers that allowed them to maintain their obligations to their families and professional goals (Arsil et al., 2022). WLB and a supportive non-physical work environment significantly enhance employee performance. Among all the dimensions of WLB studied, time balance emerged as the most influential factor, while positive peer relationships were identified as the strongest contributor of employee performance (Ghassani & Adiwaty, 2025).

Studies carried out in the BPO highlighted consequences on well-being due to irregular work schedules, workplace stress, targets and frustrations (Bhavikatti & Myageri, 2021). Similarly, Singhal, (2025) found that workers with no good WLB plan to quit the company. A study conducted in the hospitality sector emphasized that irregular working hours, societal expectation, cultural norms contribute to stress and work life imbalance (Khan & Sreenivasan, 2024).

Category 2: Technology and Knowledge sector

This category consists of studies conducted among women employees working in Information Technology, Education and media sector.

The studies reviewed indicate that women employed in the Information Technology sector face challenges in achieving WLB due to demanding workloads, project deadlines, long working hours and technological connectivity (Bella, 2023; Deepa & Sivakumar, 2025). WLB issues have gotten worse due to the technology industry's growing reliance on digital workspaces. Especially in the post-pandemic age due to remote and hybrid work arrangements (Saravanan & Kumar, 2022). A study by Raju, (2021) reported that women were productive and satisfied with work from home arrangement as remote work reduced commuting time and provided greater flexibility. Despite the advancements women struggle to achieve the balance between personal and professional lives (Patel, 2024). Marital status, no of children, work experiences and job role had effect on WLB. Women IT professionals frequently experience work-family and family-work conflicts which affects the quality of their life (Stephen & Elza, 2024). In addition, the quality of the work environment emerged as an important determinant of WLB. Quality of work life and WLB have a significant positive relationship (Ariya & Sarun, 2024). The significance of organizational support in advancing WLB is a recurring theme in the literature. With this respect, WLB of female employees is greatly impacted by both familial and organizational support (R. N. Patil & Koti, 2022). Organisational factors were found to be stronger determinants of employee

retention than the individual factors (Nair et al., 2021). Additionally, organisational support was found to be positively influence both WLB and employee engagement (Andrić et al., 2024). Organisations that promote supportive work environments report better employee outcomes and lower turnover intentions. The literature further highlights the importance of gender-inclusive organisational practices. A study by Branca et al., (2025) revealed that the presence of women in top management positions increases the proportion of female employees within organisations.

The literature analysis of female educators reveals that stress and imbalance were significantly influenced by teaching responsibilities, administrative tasks, research, student engagement and family obligations (Begum et al., 2024). Similarly, influence of factors such as travel time, place of residence, educational qualification, family motivation, and stress-related issues significantly influence the WLB of women teachers (M. Lalitha Lakshmi Et al., 2023). A study by Rao et al., (2022) revealed that women employees had a mix opinions regarding work environment, family environment and WLB. A study conducted by Indumathy et al., (2022) during Covid 19 pandemic revealed that WLB is dependent on the level of job satisfaction, flexibility and support. Despite the problems caused by the pandemic women tend to look at the bright side and moved on. Even though their work was stressful women chose to keep working and also support their families financially as well as found their own sense of identity (Delavin & Pogoy, 2023). Support from the spouse/family was the important factor which enabled women to maintain their WLB during covid-19 (Jayant Kumar Sahoo, 2023). The absence of WLB results in negative consequences such as stress and low commitment and it can affect staff's performance and attitude towards work (Hashimi, 2021). A study by Heydarikhayat et al., (2025) found that the major challenges for women includes parenting difficulties, self-sacrifice, gender discrimination and organisational barriers. Even though remote teaching arrangements provided greater flexibility, they frequently affected the relationships (Yüksel, 2021). Work interferes with family time, but family responsibilities do not hinder professional advancement (Sharma et al., 2024). As a result, family-related issues emerged as the most influential determinant of WLB (Menaka, 2022). On the other hand, higher extent of family responsibilities and workload affected WLB of teachers (Lall & Sahay, 2024), whereas role of organisational support was found to be very crucial for a healthy WLB (Sahay & Lall, 2024). The role of supervisor's support is very vital as it has a significant positive influence on WLB. In addition, time management, quality of life, job performance relates to WLB and life satisfaction (Wani, 2023).

A study conducted by Chaudhary & Ashok Kumar, (2022) on WLB of female journalists in the print media sector showed that a percentage of respondents missed out on family time and had trouble juggling personal and professional obligations because of long work hours, overtime, work-related obligations on holidays, and frequent travel.

Category 3: Health care and Public Services

The healthcare and public services sector comprised studies conducted among women working in healthcare institutions, police service and public service-oriented occupations.

Studies conducted among nurses revealed job related demands such as lengthy working hours, workplace stress, workload pressure and work-related responsibilities. These factors significantly interfere with family obligations (Alotaibi & Aldossry, 2024). Similarly, female nurses experienced high levels of work pressure with a moderate level of WLB (Yaseen.P, 2023). Additionally, research indicates job satisfaction and WLB have negative effect on the turnover intention of nurses whereas WLB and job embeddedness have a direct effect on job satisfaction (Aa re Martadiani et al., 2022).

Similar, challenges were observed among women serving in the police department. Extended duty hours, field duties, exposure to dangerous working conditions, increased workload, time pressure and disturbances in family life were found to negatively affect both physical and psychological well-being (Revankar et al., 2023; Sivadas & Rajalakshmi, 2024). Moreover, women get exhausted because they have to play multiple roles. On the other hand increase in duty hours tends to decrease WLB among women police personnel (Kanase & Sawant, 2022).

The reviewed studies indicate that women employed in service-oriented occupations think about work even when not at workplace and face difficulties in allocating time to personal and family life which creates stress (Hatwalne & Kute, 2023). The prominent theme emerging from the literature is the strong relationship between WLB and employee well-being. Positive WLB was associated with better well-being, reduced absenteeism, improved job satisfaction, higher job performance, decreased anxiety and depression among women. To maintain an effective workplace health promotion, WLB is a key issue. A favourable relationship between work and private life contributes to improved well-being. BELE (Balance of Everyday Life Empowerment Program) was developed in a workplace health promotion framework which showed that it enhances well-being and balance of women in their day to day life (Agosti et al., 2021). However, the studies also revealed that women employees continue to experience low levels of WLB due to personal life interference (Marthalina et al., 2025). An important observation was that burnout was experienced by women employees after working at office. As well as they did not have time to spend with their children (Lahamid et al., 2023). Women who perceived increased level of organisational support reported greater enthusiasm and high dedication towards work, this highlights the role of supportive environment in the organisations promoting positive employee outcomes (Pramudita & Irbayuni, 2025).

Category 4: Entrepreneurial and Industrial sector

This category consists of studies examined of entrepreneurship, garment industry, construction, manufacturing and hair dressing.

According to the study by Mramba (2024) women street food vendors working conditions are characterised by low pay, more working hours, lack of training, inadequate working conditions and household obligations which creates work life imbalance. Despite these physical demands vendors find fulfilment in their work due to passion and sense of entrepreneurship. On the other hand, women entrepreneurs who managed their time better were able to fulfil family and social responsibilities while maintaining their businesses (Taneja & Kumar, 2024). The literature further shows that startup entrepreneurs demonstrate higher levels of WLB compared to the established entrepreneurs. Women working in the partnership arrangements reported better quality of WLB than those working individually or with spouses (P. Patil & Deshpande, 2021). A study by Tahir, (2024) revealed that women are reactors they shoulder societal, family and entrepreneurial role. Most of the entrepreneurs realised the advantage of WLB and also knew about the negative consequence of imbalance. Overall, the studies indicate that achieving WLB among women entrepreneurs requires a combination of personal coping strategies, family support and social support systems.

Research from the garment industry demonstrates that effective decision making positively impacts employee motivation this leads to increase in productivity levels (Islam et al., 2024). In the construction industry, WLB emerged as a major factor influencing retention of female professionals. They faced challenges such as gender stereotypes, discrimination, long working hours and workplace stress (Luvara, 2024). Likewise, women employed in manufacturing units were investigated about time based and strain-based conflicts. These

were associated with lower employee engagement and organisational commitment whereas this was linked to reduced job satisfaction. Women who were more engaged and emotionally committed to organisation had higher level of job satisfaction. With this point of view, higher level of workplace flexibility strengthens employee engagement and organisational commitment (Jamuni, 2025). According to the reviewed study on female hairdressers, their business performance was adversely affected by family obligations and work characteristics such as labour intensive, lengthy working hours, stress and no time for family (Nweke et al., 2024). The studies highlighted the need of flexible approaches and social support.

Category 5: General Studies and Mixed workforce

The general studies and mixed workforce category encompass examination of research conducted among diverse groups of women employees including single mothers, married working women and women professionals across various occupations and sectors.

Women when trying to handle several tasks, frequently encountered domestic responsibilities, role strain, inter- role conflict, role ambiguity, role overload (Mordi et al., 2023). Working married women did not have personal time because of long list of duties which had a negative effect on their relationship. Literature also revealed that working conditions, work intensity, job quality influence WLB experience (Choi et al., 2021). Maintaining a sound balance between work and life is necessary for WLB and preventing depression (Lee et al., 2021). Therefore, support from the workplace is the way by which women can find way to balance work and life (Ali et al., 2024). In particular, job stress negatively affects life satisfaction, while affective commitment acts as mediating factor that reduces the negative effect of stress. Additionally, CEO support was found to have a positive relationship between affective commitment and life satisfaction (Ro et al., 2025). Similarly, studies focusing on sole working mothers demonstrated that flexible schedules, organisational work family culture, work from arrangements, emotional intelligence, and family support are the major enablers of work family balance (WFB) (Kushwaha, Sharma, et al., 2023). A study by Kushwaha, Singh, et al., (2023) on working sole mother WFB found that personal enablers are primarily at the upper level followed by family-related and then work related WFB enablers. Women who receive greater family support are more likely to achieve higher level of WLB (Setyorini, et al., 2023). The literature further highlights the relationship between WLB and employee outcomes. Poor WLB and mental health affects women's performance (Vhutali, 2025). WFC and job satisfaction have negative impact on employee performance. Whereas, increased work related stress produces spillover effect that interfere with home life (Ferry et al., 2025). Overall setting boundaries between work and personal life is the main strategy to achieve WLB (Agrawal et al., 2023; Vashisht, 2024).

The studies drawing respondents from multiple occupations and sectors rather than a single industry revealed a common theme from the literature i.e. the adverse impact of WFC and family-work conflict (FWC). These conflicts negatively affected job satisfaction, life satisfaction as well as psychological well-being (Bian & Mohd Sukor, 2024; Poulose & Sharma, 2024). A notable finding from the literature was that women felt tired and depressed because of work and they would think about work even when they are not at office (Dharmaraja & Basavaraj, 2025). The literature frequently highlights the benefits of flexible work schedules. It was discovered that working from home increased WLB and job satisfaction by giving employees more freedom and flexibility (Ahmed & Jafir, 2022). Conversely work-related activities at home, avoidance of coping strategies and continuous involvement with work during free time negatively affected WLB (Anastasopoulou et al., 2023). The analysed research also highlights how cultural norms affect women's WLB experiences. Women's ability to get WLB was found to be significantly impacted by cultural

inclinations (Nehemia & Lenkoe, 2023). Support given by spouses and parents to women help them in their career growth. They chose career not because of financial benefit but with the focus on identity and recognition (Chowdhury, 2024).

Synthesis of major challenges and enablers of WLB among women employees in five categorised sectors

Sector	Major Challenges	Major Enablers
Corporate and Financial Services	Stress, Work load, work family conflict (WFC)	Flexibility, supervisor and organisational support
IT and Knowledge sector	Burnout, deadlines, digital connectivity	Organisational support, family support
Healthcare and Public Services	Shift work, workload, occupational stress	Supportive policies, wellness initiatives
Entrepreneurial and Industrial sector	Role overload, family-business conflict	Family support, time management, flexible approaches
General and Mixed Workforce	Work family conflict, role strain	Flexible work schedules, organisational and family support

Source: Authors own work

FUTURE DIRECTIONS

First, the reviewed studies were predominantly concentrated in corporate and financial services, technology and knowledge sector, whereas less attention has been given to women working in the unorganised sectors. Future studies can focus on these underrepresented sectors to provide more understanding of WLB experiences among women. Second, a comparative sector wise investigations remain scarce. Researchers can conduct comparative studies across sectors to identify similarities and differences in WLB. Thirdly, women's WLB across different career stages, life events and family transitions would provide deeper insights into the long-term effects of WLB on career progression and well-being. There is a need for intervention based and policy-oriented research that evaluates the effectiveness of flexible work arrangements, family friendly policies, childcare support system, wellness initiatives to provide practical evidence for organisations seeking to improve WLB.

CONCLUSION

The present SLR examined the WLB among women employees across five major sectors namely Corporate and financial services, Technology and Knowledge, Healthcare and public services, Entrepreneurial and Industrial & General/Mixed workforce. The review demonstrates that WLB remains a critical concern for women irrespective of geographical area, sector or occupational role. Although the intensity and nature of challenges across the industries vary, the findings consistently reveal that women continue to experience problems in managing professional duties along family and personal commitments. Across all sectors, work family conflict, family work conflict, long working hours, excess workload, stress emerged as the most frequently reported barriers to achieve WLB. The review further highlights the important role of organisational support and family support in enhancing WLB. The growing adoption of hybrid and remote work has created new opportunities for flexibility; however, the literature also indicates that such arrangements may blur work and life boundaries if not supported by appropriate organisational practices. The findings also demonstrate that WLB has significant implications on both individual and organisations. Women who achieved better WLB reported higher job satisfaction, greater employee engagement, improved productivity and better wellbeing and good quality of life. In contrast poor WLB was associated with stress, depression, reduced performance, absenteeism and turnover intentions. Overall, the review confirms that WLB is a multidimensional

phenomenon influenced by individual, family, social, cultural and organisational factors.

REFERENCES

1. Aa Media Martadiani, I Made Pulawan, & Dewa Ayu Nitiwidari. (2022). Role of job satisfaction, work-life balance and job embeddedness on turnover intention nurse in denpasar. *EPRA International Journal of Economic and Business Review*, 35–45. <https://doi.org/10.36713/epra11637>.
2. Agarwal, P. (2021). Analysing work life balance of corporate women employees.
3. Agbanyo, G. K., & Jiang, J. (2025). Two-instance moderating dilemma between responsible leadership and family-supportive supervisor behavior on women's career sustainability. *Humanities and Social Sciences Communications*, 12(1), 688. <https://doi.org/10.1057/s41599-025-04751-w>.
4. Agosti, M. T., Bringsén, Å., Andersson, I., & Erlandsson, L. K. (2021). ... BELE program: The development of a holistic interdisciplinary health-promoting program enhancing work-life balance among female employees working in human service organisations in Sweden.... *Work*. <https://doi.org/10.3233/WOR-213560>.
5. Agrawal, S., Bano, S., Bagra, Y., Khare, A., & Bhattarai, S. (2023). A Study of Work-Life Balance among Married Women Employees: Challenges and Solutions.
6. Ahmed, S., & Jafir, M. M. I. (2022). Impact of home office on job satisfaction and work-life balance of female employees in Bangladesh during Covid-19. *International Journal for Research* <https://doi.org/10.47119/IJRP1001041720223518>.
7. Ali, A., Araim, S., & Özen, A. S. (2024). The impact of remote work on job satisfaction and work-life balance of Arab female employees: A personality trait perspective.
8. Alotaibi, A., & Aldossry, T. (2024). Work-Life Balance of Working Mothers in the Healthcare Industry in Riyadh, Saudi Arabia. *Journal of Social Service Research*, 50(1), 14–24. <https://doi.org/10.1080/01488376.2023.2271037>.
9. Anastasopoulou, A., Vraimaki, E., & Trivellas, P. (2023). Recovery for resilience: The mediating role of work-life balance on the quality of life of women employees. In *Sustainability*. [mdpi.com. https://doi.org/10.3390/su151712877](https://doi.org/10.3390/su151712877).
10. Andrić, B., Ali, T., & Ramanathan, H. N. (2024). Balancing act: Exploring the mediating role of work-life balance on improving work engagement through organisational support. *Journal of Management Development*, 44(1), 39–52. <https://doi.org/10.1108/JMD-01-2024-0031>.
11. Ariya, S., & Sarun, S. G. (2024). A study on the effect of quality of work life (QWL) on work-life balance (WLB) of IT women employees in India. In *International Journal for Multidisciplinary Research*.
12. Arsil, A., Maulana Haeruddin, M. I., Widhi Kurniawan, A., Imran Musa, C., & Darmawan Natsir, U. (2022). The relationship of work life balance with career level on women employees in pdam tirta jeneberang gowa. *International journal of humanities, social sciences and business*, 1(3), 220–227. <https://doi.org/10.54443/injoss.v1i3.22>.
13. Begum, V., Arshi, T. A., Arman, A. S., Butt, A. S., & Latheef, S. (2024). A study on work-family life imbalance among women administrators in UAE higher education institutions. *Heliyon*, 10(6), <https://doi.org/10.1016/j.heliyon.2024.e28286>.
14. Bella, K. (2023). Determinants of work-life balance of women employees in it sector. *International Journal of Multidisciplinary Research in Arts, Science and Technology*.
15. Bhavikatti, V. I., & Myageri, M. S. J. (2021). Work life balance of women employees in bpo sector, infosys mysore.
16. Xiaoying Bian & Mohammad Saipol Mohd Sukor (2024) Mediating effect of work-life balance on the relationship between work-family conflict and psychological well-being among Chinese working women. *Scientific Reports*, 14(1), 27421. <https://doi.org/10.1038/s41598-024-79322-1>.
17. Branca, E., Intenza, M., Doni, F., & Martini, S. B. (2025). Women in the top management team: Bridging the gender divide in advanced technologies. *Employee Relations: The International Journal*, 47(9), 234–256. <https://doi.org/10.1108/ER-01-2025-0017>.

18. Chaudhary, G., & Ashok Kumar, A. (2022). Study of Work-Life Balance of Women Journalists in Print Media Industry. *Technoarete Transactions on Advances in Social Sciences and Humanities*, 1(1), 1–4. <https://doi.org/10.36647/TTASSH/01.02.A001>.
19. Choi, E. Y., Choi, S.-H., & Lee, H. (2021). The Association between Job Quality Profiles and Work-Life Balance among Female Employees in Korea: A Latent Profile Analysis. *International Journal of Environmental Research and Public Health*, 18(4), 1672. <https://doi.org/10.3390/ijerph18041672>.
20. Chowdhury, S. S. (2024). The Impact of Family and Society on Women's Career in Bangladesh. *Canadian Journal of Business and Information Studies*, 228–238. <https://doi.org/10.34104/cjbis.024.02280238>.
21. Deepa, K., & Sivakumar, G. (2025). Work life balance on employee engagement of selected women IT employees in Coimbatore district.
22. Delavin, E. A., & Pogoy, A. M. (2023). Work-Life Balance of Married Female Teachers During Pandemic in the Philippines: A Qualitative Metaphorical Analysis. *International Journal of Multidisciplinary: Applied Business and Education Research*, 4(3), 784–791. <https://doi.org/10.11594/ijmaber.04.03.11>
23. Desai, D. (2024). An analytical study of factors affecting work life balance of female employees at managerial & clerical level working in SBI with special reference to Pune city, *International Journal of Multidisciplinary Educational Research*
24. Dharmaraja, A., & Basavaraj, D. K. (2025). Work-life balance of women employees in India: *Journal of Engineering and Management*.
25. Ferry, Y., Citra, V. N., Winarti, C. H. E., (2025). The Influence of Work-Family Conflict and Occupational Stress on the Performance of Female Employees, with Work-Life Balance as a Mediating Variable, at the Regional Office of the Directorate General of Taxes in Centra Jakarta *Jurnal Ilmiah*
26. Garcia-Louza, J., & Perez-Sanz, R. (2025). Women's voice at work and family-friendly firms. *SERIEs*. <https://doi.org/10.1007/s13209-025-00323-y>
27. Gaur, A., Gupta, R. C., & Jaiswal, G. (2021). Impact of occupational stress: Work life balance and job satisfaction in female banking employees. *Amity Journal of Management*.
28. Ghassani, K. S., & Adiwaty, M. R. (2025). The Influence of Work-Life Balance and Non-Physical Work Environment on Female Employees Performance at PT. Prusolid Citra Mandiri Surabaya, *Journal of Finance and Business Digital*.
29. Hashimi, S. S. (2021). Factors impacting work-life balance of female employees in private higher education institutions in Afghanistan: An exploration. ... *Journal of Economics and Management Science*, <https://doi.org/10.31841/KJEMS.2021.101>.
30. Hatwalne, A. A., & Kute, S. T. (2023). A Study on Work Life Balance with Work Place Flexibility of Women Employees towards Supporting Family and Own Satisfaction , *International Journal of Commerce and Management Studies*.
31. Heydarikhayat, N., Heydarikhayat, S., Salehian, T., Heydarikhayat, N., & Rohani, C. (2025). Lived experiences of Iranian employed women with maintaining work-life balance: A descriptive phenomenological study. *BMC Women's Health*, 25(1), 311. <https://doi.org/10.1186/s12905-025-03857-2>.
32. Indumathy, R., Asirvadam, M. E. K., & Poornima, G. (2022). A study on work life balance of women employees with reference to teaching faculties during covid 19. *Multidisciplinary Studies: Prospects and Probles in Modern* .
33. Islam, A., Jantan, A. H. B., Khalifa, G. S. A., & ... (2024). Effects of Decision Making and Work-life Balance on Productivity of Female Employees in the RMG Industry of Bangladesh. The Mediating Role of Work Motivation. *Research Journal in Business and Economics*, <https://doi.org/10.61424/rjbe>.
34. Jamuni, A. (2025). Work-Life Balance and Its Impact on Job Satisfaction of Women Employees in the Manufacturing Industry. *Journal of Dynamics and Control*.
35. Jayant Kumar Sahoo. (2023). Work Life Balance Among Female School Teachers Delivering Online Curriculum in Bandgaon Block During COVID: A Empirical Study. *International Journal of Asian Business and Management*, 2(1), 1–10. <https://doi.org/10.55927/ijabm.v2i1.2893>

36. Kanase, M. A. V., & Sawant, S. B. (2022). Study of work life balance among women employees of the police force in Satara district.
37. K.C., S. (2023). Emotional Intelligence and Work-Life Balance of Female Staff in Commercial Banks in Kathmandu District. *Quest Journal of Management and Social Sciences*, 5(2), 206–218. <https://doi.org/10.3126/qjmss.v5i2.60830>
38. Khan, S., & Sreenivasan, G. K. (2024). The Role of Stress on Work Life Balance: A Study on Female Employees of Hotel Industry. *International Journal of Scientific Research in Engineering and Management*, 8(9).
39. Kushwaha, J., Sharma, A., & Singh, P. (2023). Exploration and prioritization of enablers to organization work–family balance planning for working sole Indian mothers integrating fuzzy Delphi and AHP. *International Journal of Social Economics*, 50(3), 398–418. <https://doi.org/10.1108/IJSE-05-2022-0348>.
40. Kushwaha, J., Singh, P., & Sharma, A. (2023). Modelling the enablers of work-family balance among working single mothers integrating expert-mining and TISM-MICMAC. *Journal of Organizational Effectiveness: People and Performance*, 10(4), 501–526. <https://doi.org/10.1108/JOEPP-05-2022-0106>.
41. Kusumawardani, S. T., & Rini, H. P. (2024). The mediating role of work stress between work-family conflict and work-life balance on female bank employees. *Jurnal Pamator: Jurnal Ilmiah*.
42. Lahamid, Q., Kurniawati, D., & ... (2023). Work Life Balance, Burnout, and Job Characteristics of Women Employees on Job Satisfaction. ... *Perempuan, Agama Dan*.
43. Lall, S. B., & Sahay, P. R. (2024). Work-Life Balance of Women Employees (Teachers) in Colleges and Universities in Patna, Bihar, India. *International Journal of Innovations in Science*.
44. Lee, D.-W., Hong, Y.-C., Seo, H., Yun, J.-Y., Nam, S., & Lee, N. (2021). Different Influence of Negative and Positive Spillover between Work and Life on Depression in a Longitudinal Study. *Safety and Health at Work*, 12(3), 377–383. <https://doi.org/https://doi.org/10.1016/j.shaw.2021.05.002>
45. Luvara, V. G. M. (2024). Unraveling the Driving Factors behind the Exodus of Female Construction Professionals from the Construction Industry. *International Journal of Social Science Research and Review*, 7(8), 55–73. <https://doi.org/10.47814/ijssrr.v7i8.2170>
46. M. Lalitha Lakshmi Et al. (2023). A Study on Factors Influencing Work Life Balance of Women Teachers in Dindigul District. *Proceeding International Conference on Science and Engineering*, 11(1). <https://doi.org/10.52783/cienceng.v11i1.155>
47. Marthalina, M., Joeliaty, J., Yunizar, Y., & Soemaryani, I. (2025). Work-life balance woman working in the government sector. *International Journal of Organizational Analysis*, 33(9), 3359–3408. <https://doi.org/https://doi.org/10.1108/IJOA-03-2024-4372>
48. Mehnaz, A., & Sultan, M. (2024). Family support–a critical factor to reduce work stress and facilitate work life balance for female employees of banking sectors in Bangladesh. *International Journal of Latest technology in Engineering, Management and Applied Sciences*.
49. Menaka, R. (2022). A study on work-life balance of women employees in Indian education sector, *Interantional journal of scientific research in engineering and management*, 06(12). <https://doi.org/10.55041/IJSREM17341>.
50. Mordi, T., Adisa, T. A., Adekoya, O. D., Sani, K. F., Mordi, C., & Akhtar, M. N. (2023). A comparative study of the work–life balance experiences and coping mechanisms of Nigerian and British single student-working mothers. *Career Development International*, 28(2), 217–233. <https://doi.org/10.1108/CDI-10-2022-0280>.
51. Mramba, N. R. (2024). Exploring Work-Life Balance among Women Entrepreneurs of Food Vending Business in Africa. *Review of Business and Economics Studies*, 12(1), 25–36. <https://doi.org/10.26794/2308-944X-2024-12-1-25-36>.
52. Nair, S. L. S., Aston, J., & Kozlovski, E. (2021). The role of work-life balance in the retention of female employees in the IT industry: Responses from the South Indian SME software sector. *Journal of Applied Business and Management Studies*.

53. Nehemia, N. M., & Lenkoe, N. M. (2023). The impact of South African culture on the work-life balance of women in leadership positions. *International Journal of Innovative Research and Scientific Studies*, 6(2), 212-226 <https://doi.org/10.53894/ijirss.v6i2.1218>
54. NOOR, M., & MASOOD, R. (2021). Work life balance of women employees: a study on banking sector of India, *International Journal of Research in IT and Management*.
55. Nora, E. (2022). Flexible Working Arrangements in Realizing Work-life Balance in Women Workers of Small and Medium Enterprises PIA RB Sidoarjo East Java. *International Journal of Entrepreneurship and Business Management*, 1(2), 146–152. <https://doi.org/10.54099/ijebm.v1i2.361>
56. Nugraha, P. S. (2022). Work From Home Analysis Of Employee Productivity Mediated By Work Life Balance And Job Satisfaction For Female Employees During The Covid-19, *Syntax Literate; Jurnal Ilmiah Indonesia*.
57. Nweke, J. O., Oketa, C. M., & Okereke, O. J. (2024). Work-Life Balance among Women in the Informal Sector: A Study of Hair Dressers in Abakaliki Metropolis, Ebonyi State, Nigeria. *The Nigerian Journal of Sociology and Anthropology*, 22(2), 15–35. <https://doi.org/10.36108/NJSA/4202.22.0220>
58. Pande, A., & Ahirrao, J. (2021). A study of work life balance of women employees in banking sector in India. *Vidyabharati International Interdisciplinary Research Journal* 13(1), 589-594.
59. Parajuli, P. (2021). Work-life Balance Initiatives of Employees' Women in Development Banks of Nepal: Employees' Perspective. *Journal of Population and Development*.
60. Patel, M. (2024). A study on work life balance of women working in IT sector in India. *Interantional journal of scientific research in engineering and management*, 08(04), 1–5. <https://doi.org/10.55041/IJSREM30810>.
61. Patil, P., & Deshpande, Y. (2021). Understanding perception of women entrepreneurs toward employees with reference to quality of work life balance (QWLB). *Journal of Small Business & Entrepreneurship*, 33(4), 475–488. <https://doi.org/10.1080/08276331.2021.1949831>.
62. Patil, R. N., & Koti, B. (2022). An Empirical Study: Impact of Organizational and Family Support on Work-Life Balance of Women employees' in IT Companies. In *Irjhis.com*. <https://doi.org/03.2021-11278686>.
63. Poulouse, J., & Sharma, V. (2024). Exploring the mediating role of job and life satisfaction between work–family conflict, family–work conflict and turnover intention. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 13(3), 466–483. <https://doi.org/10.1108/EBHRM-04-2023-0091>.
64. Pramudita, D. W., & Irbayuni, S. (2025). The Effect of Work Life Balance and Perceived Organizational Support on Work Engagement in Female Employees of PTPN I Regional 4 Surabaya, *Indonesian Interdisciplinary Journal of Sharia Economics*.
65. Priya, K., & Ahamed, S. B. I. (2024). Work Life Balance: Challenges and Resolution Strategies: A Descriptive Study Among Women Employees in Banking Sector of Idukki District, Kerala. *International Journal of Health Sciences*.
66. Raju, R. J. (2021). A Study on Work From Home and Work Life Balance of IT Sector Women Employees Reference to Pathanamthitta District. *Galaxy International Interdisciplinary Research Journal*.
67. Rao, V. V., Alsubhi, H. A., Alhashmi, U. H., & ... (2022). A study on the work-life balance of female employees at university in sultanate of Oman., *Saudi Journal of Business and Management Studies* , <https://doi.org/10.36348/sjbms.2022.v07i05.002>.
68. Revankar, M. S. S., Tike, M. S. P., & ... (2023). A Study to assess the factors affecting WLB during Covid-19 pandemic among female police employees posted at selected urban areas of Navi Mumbai with a view to develop information booklet , *Corrosion and Protection*.
69. Ro, Y. J., Nam, K. M., Lee, J. Y., Oh, S. K., & Song, J. H. (2025). Job stress, affective commitment and life satisfaction among female managers: A moderated moderated mediation analysis of supervisor and CEO support. *European Journal of Training and Development*, 49(9), 912–928. <https://doi.org/10.1108/EJTD-04-2024-0053>.

70. Sahay, P., & Lall, S. (2024). Beyond the Classroom: Insights into Work-Life Balance Experiences of Women Teachers in Patna, Bihar. *International Research Journal on Advanced Engineering and Management*, 2(05), 1290–1296. <https://doi.org/10.47392/IRJAEM.2024.0175>.
71. Saravanan, S., & Kumar, V. (2022). R.: A study on the work-life balance of women it employees post COVID-19 pandemic. In *International Journal of Scientific Research in Engineering and Management*.
72. Setyorini, D. M., Shodiqoh, A. I., Naufalani, N. A., Saputra, D., Pribadi, H. C., & Qomariah, N. (2023). Relationship Between Family Support and Work Family Balance in Career Women. *Journal of Economics, Finance And Management Studies*, 06(02). <https://doi.org/10.47191/jefms/v6-i2-42>.
73. Sharma, A., Thapa, P., Gautam, L. K., Sharda, H., Yadav, P., & Rana, V. (2024). The Effect of Family-Work conflict on Job Performance and Satisfaction of Female Employees in Education Sectors. *Interantional Journal Of Scientific Research In Engineering and Management*, 08(04), 1–5. <https://doi.org/10.55041/IJSREM30568>.
74. Singhal, N. (2025). Impact of Work-life Balance on Turnover Intentions among Women Employees in the Delhi-NCR Region. *IJLRP-International Journal of Leading Research Publication*.
75. Sirajudeen, A. M., & Sirajudeen, M. (2022). Work Life Balance on Employee Engagement of Selected Women Bank Employees in Tiruchirappalli. *International Journal of Early Childhood Special Education*.
76. Sivadas, K., & Rajalakshmi, K. (2024). Impact of occupational stress on performance metrics for women in Kerala's police force. *Edelweiss Applied Science and Technology*, 8(6), 5672–5686. <https://doi.org/10.55214/25768484.v8i6.3238>.
77. Stephen, T., & Elza, K. J. (2024). Impact of work life balance on the quality of life of women employees in IT sector. *EPRA International Journal of Multidisciplinary Research*.
78. Tahir, R. (2024). Integration of work and life roles: An interpretive study of women entrepreneurs in the United Arab Emirates. *Cross Cultural & Strategic Management*, 31(2), 309–334. <https://doi.org/10.1108/CCSM-06-2023-0104>.
79. Taneja, B., & Kumar, P. (2024). Work Life Balance of Women Entrepreneurs of India. *Journal of Informatics Education and Research*. <https://doi.org/10.52783/jier.v4i3.1340>
80. To, T. T., & Wu, W. (2025). Work-Life Balance as a Deterrent to Turnover Intentions: The Mediating Role of Job Satisfaction and the Moderating Role of Organizational Commitment. *Employee Responsibilities and Rights Journal*. <https://doi.org/10.1007/s10672-025-09535-7>.
81. Uddin, M., Ali, K. B., Khan, M. A., & Ahmad, A. (2023). Supervisory and co-worker support on the work-life balance of working women in the banking sector: A developing country perspective. *Journal of Family Studies*, 29(1), 306–326. <https://doi.org/10.1080/13229400.2021.1922299>.
82. Vashisht, M. (2024). Exploring Work-Life Balance: Challenges and Strategies for Women in the Modern Professional Landscape. *Interantional Journal Of Scientific Research In Engineering And Management*, 08(06), 1–5. <https://doi.org/10.55041/IJSREM35678>.
83. Vhutali, M. (2025). The Impact of Work-Life Balance and Mental Health Well-Being on Women's Performance in the Workplace. *International Journal of Applied Research in Business and Management*, 6(3). <https://doi.org/10.51137/wrp.ijarbm.416>.
84. Wani, A. K. (2023). Work–Life Balance, Supervisor Support, and Life Satisfaction in the Higher Education Sector. *Acta Universitatis Sapientiae, Economics and Business*, 11(1), 64–92. <https://doi.org/10.2478/auseb-2023-0004>.
85. Yaseen, P. Y. (2023). A Study on Work Life Balance of Private Hospital Female Nurses with Special Reference to Manjeri Municipality, Malappuram District, Kerala. *International Journal of Science and Management Studies*, 168–170. <https://doi.org/10.51386/25815946/ijsms-v6i2p119>.
86. Yüksel, H. (2021). Changing facet of work habits during coronavirus pandemic: An exploration of e-work and its implications on work-life balance for female employees. *Sosyal Güvenlik Dergisi*. <https://doi.org/10.32331/sgd.1049053>.